

RE-P-2020-03-Annex B

Sheffield Hallam University

HEIF accountability statement

**Narrative return template for HEIF funding period
2021-22 to 2024-25**

Return date: 21 May 2021

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Question 1 – Strategic objectives

Summarise the institutional strategic objectives that relate to knowledge exchange and guide your plans for HEIF.

We expect institutions' plans for HEIF to be guided by strategic objectives for knowledge exchange. However, there is no requirement for institutions to submit or maintain a standalone knowledge exchange strategy document.

We appreciate that KE objectives may be found in a specific KE strategy document or they may be contained as part of other strategic documents such as teaching, research or overarching institutional strategies.

Whatever form your knowledge exchange objectives are in, please provide a precis of the main objectives here so that we can see the strategic context that guides your plans for HEIF and forms the basis for your monitoring and delivery of intended benefits.

We welcome the inclusion of hyperlinks to published strategies and plans that may be referenced in the summary.

In answer to this question, you are free to use text or tabular format but please ensure that the question response is contained in no more than two pages of A4.

(max 2 pages of A4)

Our Knowledge exchange Framework submission, set out **our priorities for the KE portfolio**.

'Our mission is simple: we transform lives. We give people from all backgrounds the opportunity to acquire the skills, knowledge and experience to succeed.

Our research, teaching and partnerships are characterised by a focus on real world impact, informed by local, regional, and national policy priorities, addressing the cultural, economic, and social challenges facing society today. We are ambitious for our communities, our partners and our city and region. Our ambitions align fully to this agenda, evidencing the application of knowledge in partnership with business and the wider community in which we reside.

Our vision is to be the world's leading applied university; demonstrating what an institution genuinely focused on transforming lives can achieve in partnership with its location.'

We set out our relationship with Sheffield City Region and our ambitions for KE in a global context.

Sheffield Hallam University's approach to local growth and innovation is as an active, leading institution in support of business and the economy. We collaborate across the SCR, nationally and globally. Our work with the City region, local authorities, Chambers of Commerce, businesses, and national stakeholders builds on our Transforming Lives strategy to enable partnership working to improve R&D take-up, skills development, and improved business growth and competitiveness.

We defined our Innovation and KE strategic research themes which galvanise high-impact multi-disciplinary research:

- **Enabling healthier lives:** Creating innovative solutions for today's health challenges..
- **Driving future economies:** Economic models and structures are undergoing profound changes. This comes from technological developments, not least the Fourth Industrial Revolution, but also in the interplay between the economy and energy supplies, climate change, new forms of economic organisation and the future of work.
- **Building stronger communities:** We draw together and stimulate research across traditional disciplinary boundaries to support more inclusive communities for all, in response to major societal challenges at local, national, and global levels.

We aligned our delivery of KE with a commitment to addressing the needs of the future workforce and the priorities of the Sheffield City Region (SCR) and highlighted examples of our flagship R&D facilities and programmes including [The Advanced Well-being Research Centre \(AWRC\)](#), [Lab4Living \(L4L\)](#), the [National Centre of Excellence for Food Engineering \(NCEFE\)](#) and programmes delivering innovation into SMEs; the [Sheffield Innovation Programme \(SIP\)](#), and [Digital innovation for Growth](#).

We identified our KE priorities and highlighted the importance of HEIF as being integral to the support and delivery of KE and as a catalyst to

- leverage additional funding.
- Initiate, broaden and strengthen our partnerships with companies, organisations, universities, education providers and agencies to accelerate the achievement of our mission.
- Work with partners nationally and locally to create economic prosperity, increase productivity, competitiveness, and wealth creation through innovation in science, technology, creativity, leadership, and management.
- Work with communities, partners, and individuals to enrich and improve health, well-being, social prosperity, and community cohesion.

- Ensure, through close working and dialogue, the University continues to be business relevant and 'in demand' in the delivery of partner informed KE and workforce development.
- Develop strategic HE collaborations and be responsive to regional and national opportunities.
- Use HEIF and complementary funding such as Innovate UK and the Shared Prosperity fund and other national and regional funds, to increase collaboration, grow R&D capacity and to support long-term sustainability and growth.

In this accountability statement we further define the objectives for HEIF investment, whilst noting that the University is investing significant funds in the wider KE portfolio, including the Civic University commitment to the region, facilitation of the national Civic University Network, in our role as a leading institution in the development and delivery of workforce skills provision including HDAs and in employability, student enterprise, consultancy and business start-ups, and public and community engagement.

Our priorities for HEIF over the period 2021 -25 are to

1. Increase the number, value and success rates of Innovate UK and industry led collaborative R&D proposals
2. Develop our industry and external partnerships to create more policy informed and more high impact industry and business collaborations, including licensing and spinouts and the exploitation of IP.
3. Work with the Innovation Managers and Research institutes to deploy academic resources to deliver KE more effectively and sustainably.
4. Prioritise and focus our resources on our nationally significant R&D facilities and distinctive specialist areas of expertise for example NCEFE, AWRC, Lab4 Living, CENTRIC, CRESR
5. Transition our engagement with City Region SMEs and our partnership with the Growth Hub and other intermediaries to deliver more targeted high impact collaborations with companies in the city region.
6. More closely align delivery of KE to local and national government priorities, for example through the Building Back better and Levelling Up objectives, the R&D Road Map, the introduction of the Shared Prosperity fund, addressing R&D investment targets and local priorities relating to inclusive growth
7. Consult across the University to develop and then implement the KE Concordat action plan. This will allow more effective delivery of KE, addressing priorities relating to client and stakeholder need, delivering impact and benefit, and deploying an academic resource that is responsive, valued and equipped with appropriate skills and capabilities. This approach will strengthen our integrated KE portfolio to achieve our institutional ambition to be the leading applied University.

Question 2 – Use of HEIF

How do you intend to use your 2021-22 to 24-25 HEIF allocations?

As detailed in [RE-CL-2020-04](#) and RE-P-2020-03., in order to enable institutions to effectively respond to the Covid-19 pandemic, we will use the 2019-20 HEIF Annual Monitoring Statement submitted in February 2021 to gather information about the use of HEIF during 2020-21,

In this accountability statement return we would like to know about your plans for HEIF for the remainder of the funding period 2021-22 to 2024-25. Please include indication of the planned timescale of the activity e.g. 2021-22 only; ongoing or 2022-23 onwards.

Please use the response layout grid provided overleaf, to provide the following information:

- a) Describe the key activities supported by your HEIF allocation.
- b) Include specific reference to how you expect HEIF to support these activities – i.e. specific expenditures: funded posts, academic staff buy out, internal competitive projects; and the proportion of the activity that is supported by HEIF (e.g. x1 business development post 50% HEIF funded).
- c) How these activities relate to the government priorities and RE-OfS strategic objectives outlined in paragraphs 9 and 10 of RE-P-2020-03. Where student benefits are achieved, please include an indication of the number of students benefiting.
- d) Which strategic KE objective, as outlined in question 1, does each activity relate to.
- e) Indication of the timescale for each activity (e.g. 2021-22 only, ongoing or to be confirmed)

In answer to this question, please use the response grid provided and ensure that the entire question response is contained in no more than six pages of A4 or A3.

Question 2: Use of HEIF

(Max 6 pages of A4 or A3)

<p>Planned areas of HEIF supported KE activity</p> <p>Please provide an overview of planned KE activities or projects that will be supported by your 2021-22 and onwards HEIF allocations.</p>	<p>HEIF support</p> <p>How HEIF will be used to support the project?</p>	<p>HEIF priorities</p> <p>How does this relate to govt priorities and RE-OfS strategic objectives? (Including note of scale where student benefits are achieved.)</p>	<p>Strategic objectives</p> <p>Which institutional strategic KE objective does this relate to?</p>	<p>Indication of timescales</p>
<p>Senior Leadership:</p> <p>Leadership of KE and the point of connection between the university and local and national government strategy, policy priorities, and delivery,</p> <p>Developing and connecting the KE portfolio including, Highly Skilled employability, student enterprise and Civic University activities</p> <p>Aligning KE with research and teaching.</p> <p>Driving innovation and business competitiveness in the City region and nationally.</p> <p>Managing investment in R&D and commercialisation activities to address Govt. objectives.</p> <p>Ensuring legal and regulatory compliance.</p>	<p>1 FTE strategic leadership, Head of Innovation Services, responsibilities include policy development co-ordination and management of the Innovation Services Team.</p>	<p>Facilitating the engagement of the academic community with business to scale up R&D, innovation and collaborative activities. (Build Back Better: Innovation/Research England Collaboration) Addressing priorities in Research Commercialisation and Collaboration with Business (R&D Road Map</p>	<p>HEIF objectives 1,2,3,4,5, 6 and 7</p>	<p>2019 onwards</p>
<p>Innovation Development team</p> <p>Funder intelligence, partner liaison, quality and compliance and support for bid development and implementation.</p>	<p>2.8 FTE engaged in bid development UKRI and related funding proposals</p> <p>2.8 KTP development and delivery</p>	<p>Facilitating the engagement of the academic community with business to scale up R&D, innovation and</p>	<p>HEIF Objectives 1, 2, 3 and 4</p>	<p>2019 onwards</p>

<p>Academic, stakeholder and business engagement in the development of R&D and collaborative opportunities.to address local and national Govt.priorities</p>	<p>Total 5.6 FTE. 6 Innovation Managers, 1 in each of the Research Institutes and 2 in our flagship R&D Facilities.</p>	<p>collaborative activities to address local and national Govt. priorities. (<i>Build Back Better: Innovation/Research England Collaboration</i>) Liaising with funders to ensure the quality and eligibility of proposals. Contributing to the future policy priorities of funding programmes to ensure business relevance and impact (<i>Research England Efficiency & Effectiveness</i>)</p>		
<p>Economic Development and policy Monitoring, reporting and review of KE, management of HEIF investments, engagement with policy makers and stakeholders, development of regional funding opportunities, support for large scale strategic projects and implementation of the KE Concordat</p>	<p>1 FTE</p>	<p>Review monitor and recommend actions to continuously improve KE delivery and ensure alignment with local and national Govt priorities (<i>R&D Road map Take greater account of place-based outcomes in how we make decisions on</i></p>	<p>HEIF Objectives 6 and 7.</p>	<p>2019 onwards</p>

		<i>R&D in the UK and the inclusive growth agenda</i>). Monitor policy alignment and effectiveness of delivery through annual reporting.		
Tech Transfer and commercialisation Responsible for licensing, and commercialisation, liaison with academic community, potential licensees and investors, and development and management of patent portfolio. Management of the University's investments in commercialisation prospects	1 FTE. 1 further post to be recruited late 2021.	Addressing priorities in Research Commercialisation and Collaboration with Business (<i>R&D Road Map Support entrepreneurs and start-ups and increase the flow of capital into firms carrying out R&D enabling them to scale up.</i>)	HEIF Objective 2.	2019 onwards
Business Gateway Managing KE enquiries, ensuring timely responses, development and implementation of CRM, liaison across the KE portfolio.	2 x 0.6 FTE	Improve the responsiveness, efficiency and effectiveness of our engagement with Business as recommended in the Guidance from BEIS to Research England for 2020-21	HEIF Objectives 1 and 5.	2019 onwards
SME Innovation Team Delivering Innovation services to SMEs through the ESIF funded Digital innovation for	6 FTE (~25% Funded by HEIF) and additional academic resource from across the university	<i>Build Back Better innovation support for SMEs</i>	HEIF Objective 5 and post 2023 to deliver	2019 – 2023 followed by a review,

Growth and Sheffield Innovation Programmes, coordinating partners including the University of Sheffield City Region Growth Hub and Barnsley Digital Media Centre in the delivery of outcomes. Target 100 SMEs supported per year to June 2023	delivering innovation support to SMEs in the SCR. The focus of investment to be reviewed in 2023.	<i>R&D Roadmap ensuring that our R&D systems make their fullest contribution to our levelling up agenda</i>	more targeted high impact collaborations	
Legal Services Ensure compliance with regulatory requirements, effective contracting. licensing and protection of IP and support effective engagement with business	3 FTE (part funded by HEIF)	Addressing priorities in Research Commercialisation and Collaboration with Business (R&D Road Map Support	HEIF Objectives 1, 2 and 3.	2019 onwards
Strategic investment in academic / business collaborations Funding for responsive and sometimes competitive investments in KE priorities for example the Impact Fellow academic partnerships with business as a route to pump-priming longer term collaborative R&D partnerships and strategic investments in for example the mobilisation and optimisation of the impact of our Research Institutes and flagship centres of excellence. The investments also support to June 2023 match funding for ESIF investment in SME innovation programmes, SIP and DIFG.	Priorities for investment will be reviewed annually from 2021, and whilst the focus and models of investment may change it is anticipated that HEIF funds will continue to support strategic R&D collaborations the leveraging of addition funds for KE activities and new interventions relating to the KE Concordat action plan.	To be confirmed – all investments will address local and or national; Govt, KE priorities	HEIF Objectives 1, 2, 3, 4, 5, 6 and 7.	Various tbc Commencing 2021-2022

Question 3 – Monitoring success

How do you manage your HEIF funding and monitor the success of your activities against the strategic objectives set out in question 1, and in line with delivering Government priorities?

Describe the policies, procedures and approach you have in place in the context of your strategic objectives to:

- i. manage your HEIF spending
- ii. measure progress
- iii. evaluate outcomes and
- iv. identify lessons learned.

In answer to this question, you are free to use text or tabular format but please ensure that the entire question response is contained in no more than four pages of A4.

(Max 4 pages of A4)

The HEIF budget is managed by the Head of innovation Services with the Finance Directorate. Executive oversight and strategic leadership are provided by the Pro Vice-Chancellor, Research and Innovation (R&I), who reports directly to the University Leadership Team.

Operational oversight of Research and Knowledge Exchange including HEIF investments and monitoring, is provided by the Research Leadership Group (RLG) chaired by the PVC R&I with membership including the four Research institute Directors and the Assistant Deans for Research and Innovation, head of the Doctoral school, the head of University ethics, and head of Finance (R&I).

The responsibilities of RLG include.

- the management and strategic development of the R&KE portfolio,
- the review of HEIF investments including the approval of competitive calls, for example Impact Fellows.
- the monitoring and action of reports from the HEIF Investment project delivery sub-groups for example the Sheffield innovation Programme and Digital Innovation for Growth
- ensuring alignment of HEIF investments with the broader KE portfolio, for example skills, student enterprise, internships and Civic University activities

through partner boards for example SHU's Business and Enterprise Board and links with the team responsible for Business Engagement, Skills and Employability

- developing links to the curriculum and wider partnerships through the College Leadership teams
- ensure the alignment of KE including HEIF, to the delivery of institutional strategic objectives and at with policy priorities at City Region and UK Government level.
- Co-ordinating input from industry and external partners for example through the Industry Advisory Board and the Commercialisation Opportunities Group.

The progress of HEIF supported activities is measured against agreed benchmarks and milestones,

- HEIF supported core staff are monitored as part of the annual planning round and staff appraisal process
- Match funded projects, for example ERDF have agreed targets as part of contracting which are monitored monthly by the relevant project delivery groups and escalated if required to RLG for action.
- Competitive investments are required to submit proposals demonstrating strategic alignment against published criteria with target outputs and milestones, these are monitored as a minimum annually by RLG

The evaluation of outcomes and acting on lessons learned is part of the remit of RLG, and it is recognised that the approach is not consistent across all HEIF investments. For example, ESIF projects have a contractual requirement to monitor client benefit and capture impact, whereas smaller HEIF investment projects are monitored but potentially not consistently. There is scope therefore for improvement in capturing client impact and benefit, and developing a more consistent approach to continuous improvement in the delivery of KE, and this will form a key part of the KE Concordat action plan.